

VAPSTAT Forum



July 2, 2013

Agenda

5:00-5:15

- Mayor's Welcome and Meeting Outline
- Key Definitions, Numbers and Strategic Goal

5:15-5:30

- VAPStat Website
- VAP Team Overview

5:30-6:05

- Key Performance Indicators
 - VAP Team Measures, Questions on VAP Team Measures, Questions from Senior Staff on All Other Measures

6:05-6:30

- Responses to Questions from Previous Forum
- Questions and Response

*~ Please submit **VAPSTAT** feedback form on back page of ~
presentation at end of meeting*

Background

Background: With more than 5,000 reported vacant properties (1,100 of which are listed as abandoned) in 2012. Louisville, like much of the country, has struggled to make a significant impact against the problem of vacant and abandoned properties. Despite on-going efforts to address the problem at all levels, there is a growing sense that the magnitude of the problem demands a more comprehensive and coordinated response from all parties to have a substantial and lasting impact.

➤ **Strategic Goal:** Mayor Fischer and his administration have set a strategic goal of a 40% reduction of abandoned properties within three years and 67% reduction within five years, as measured against the 2011 baseline of 1,260 abandoned properties. This means a reduction of 504 properties by July 2015 and 844 properties by July 2017.

During VAPSTAT, short for Vacant and Abandoned Properties Statistics, the Mayor and City leaders from across multiple departments and agencies will use data and metrics to assess Metro Government's performance in tackling the complex problems associated with the city's many vacant properties.

VAPSTAT will analyze progress against key vacant and abandoned property metrics like the number of Code Enforcement Service Requests, Foreclosures, Demolitions, and the amount of Liens Collected. With this information, the Mayor and his senior management team will track trend data to assess the impact of current initiatives and identify new tactics or operational changes that must be made to ensure we reach our goals and ultimately eradicate vacant and abandoned properties from our community.

Intent and Scope

In addition to meeting our strategic goal, the VAPSTAT forum will help Louisville Metro Government better:

- **Understand** the magnitude of the problem by agreeing upon a standard definition of vacant and abandoned properties and the starting number (baseline) we must address
- **Coordinate** our efforts across departments, agencies, and external partners
- **Track and improve** performance against the standard definition, baseline, and best-in-class benchmarks
- **Engage** the community and be transparent

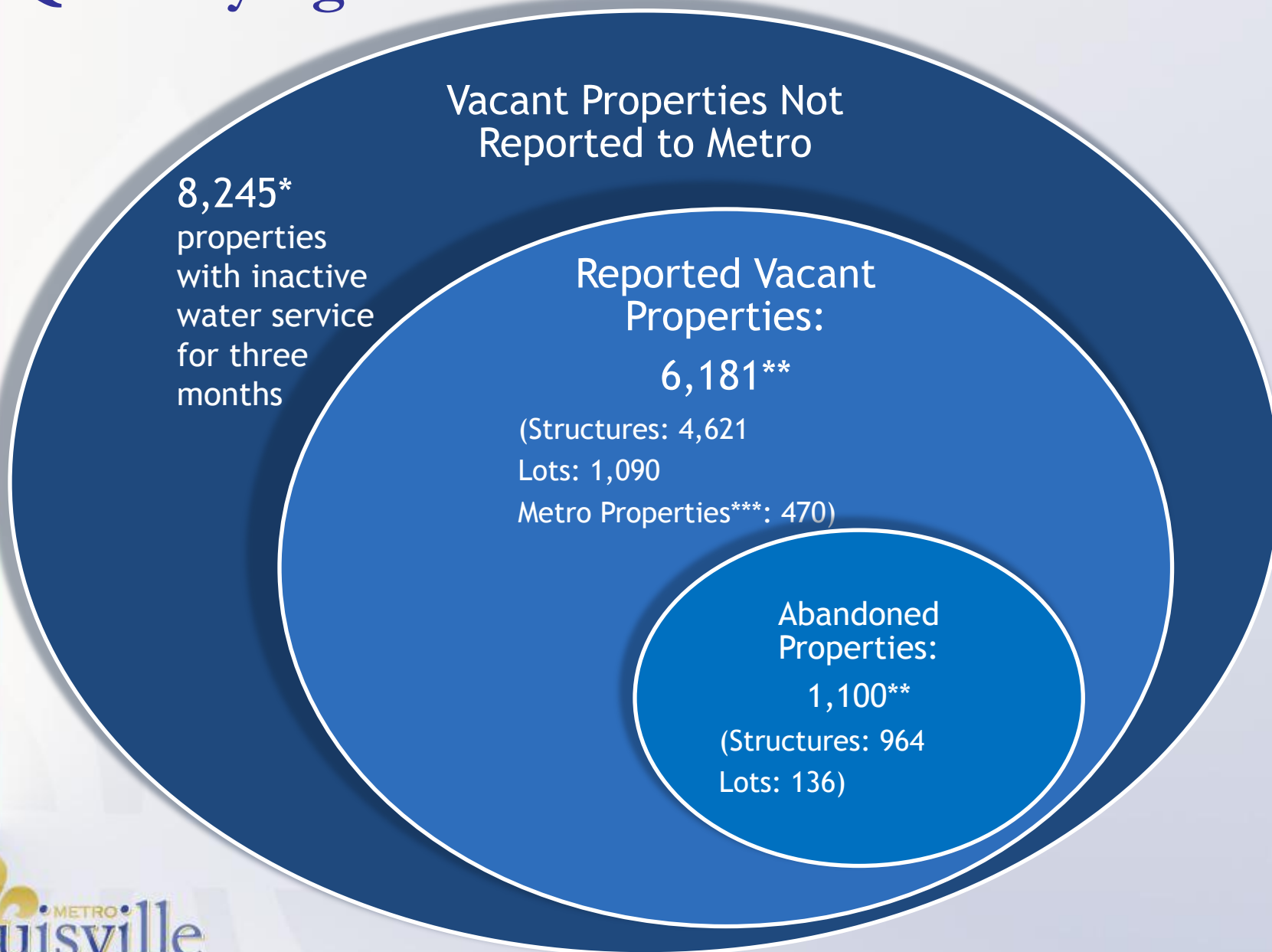
Scope: VAPSTAT focuses on what Louisville Metro Government is doing to solve the cross-departmental, community-wide issue of vacant and abandoned properties. VAPSTAT does not focus on individual department performance tracked in LouieStat, nor does it discuss complaints about specific locations in depth.

KEY DEFINITIONS & STATISTICS

Key Definitions

Vacant Property	Any structure not occupied or being used for legal purposes or lot free from activity, work, or development.
Abandoned Property	Any property that has been vacant or unimproved for at least the 12 months and, due to failure of the property owner to maintain the property, required Metro to either cut the grass/weeds, clean the lot, board the structure, or demolish the structure within the same period.

Quantifying VAP



VAP Strategic Goal

- 40% reduction of abandoned properties within three years and 67% reduction within five years, as measured against the 2011 baseline of 1,260 abandoned properties.
 - Reduction of 504 properties by July 2015
 - Reduction of 844 properties by July 2017
- This goal will be achieved through a new program to change ownership of abandoned properties through foreclosure, as well as a 22% increase in demolitions annually from the previous four-year average.
- Additional effort will also be placed on abandonment prevention and increasing owner compliance with property maintenance code violations.

Progress to date:

- 85 blighted structures demolished
- 108 foreclosures initiated (first properties anticipated to be sold at auction in the next quarter)

NEW VAPSTAT WEBSITE

VAPStat Website: vapstat.louisvilleky.gov

LouisvilleKy.GovFeedback ▾

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VAPStat Public Forum

The second Vacant and Abandoned Properties Statistics, or VAPStat, forum will be held Tuesday July 2nd, 2013 from 5:00pm – 6:30pm at the Louisville Main Public Library's Centennial Room located at 301 York Street. Click [here](#) for a copy of the presentation.



Priority Areas

Prevention	Foreclosure Prevention	Weatherization Assistance Program
	Property Tax Help	Emergency Repair Program
	Lead-Safe Louisville Project	
Enforcement	Abandoned Urban Property	Code Enforcement
	Demolition	
Real Estate & Property	Purchase Property From Metro	Donate a Property to Metro

About VAPStat

VAPStat (short for "Vacant and Abandoned Property Statistics") is a program that uses data and metrics to assess Metro Government's performance in tackling the complex problem of vacant properties. This website is a one stop shop for citizens to learn about the programs and resources available through Metro to: to prevent abandonment, to ensure that properties are maintained according to Code via enforcement tools, and to support property redevelopment through acquisition and sale of properties.

Events

VAPStat Meeting
Tuesday, July 2,
2013 - 17:00 to
18:30



VAPStat Website: vapstat.louisvilleky.gov

Priority Areas

Prevention

Foreclosure Prevention

Weatherization Assistance Program

Property Tax Help

Emergency Repair Program

Lead-Safe Louisville Project

Enforcement

Abandoned Urban Property

Code Enforcement

Demolition

Real Estate & Property

Purchase Property From Metro

Donate a Property to Metro

VAP it! Request a foreclosure on a vacant property

Redevelopment Opportunities

Neighborhood Stabilization Program

Assessment Moratorium Program

Affordable Housing Development Program

Relevant Plans

Relevant Plan Library

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Events

VAPStat Meeting

Tuesday, July 2, 2013 - 17:00 to 18:30



Landbank Authority meeting

Thursday, July 25, 2013 - 14:00



Get Involved!



Want to get involved?
Find out how to help!

VAPStat Website: vapstat.louisvilleky.gov

LouisvilleKy.Gov



Feedback ▾

Home **About** **Resources** **Events**

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[Home](#) > Relevant Plans

Relevant Plans

Below you will find a collection of Plans that have been created via Louisville Metro Government over the last several years that may play a role in addressing VAP neighborhood revitalization. In addition, Louisville Metro would like to solicit community plans to also include as a section of this Plan Library. If your community group has created a plan that addresses some aspect of vacant and abandoned property and you would like to have it included on this page, please [contact us](#).

Louisville Metro Plans

Butchertown Neighborhood Plan (February 2008) | [Executive Summary](#) | [Part 1](#) | [Part 2](#) | [Part 3](#) | Recommends developing a series of "pocket parks" or community gardens at vacant or underutilized lots throughout the neighborhood.

[Clifton Neighborhood Plan](#) (July 2002)

[Clifton Heights Neighborhood Plan](#) (September 2001)

[Cornerstone 2020 Comprehensive Plan](#) (June 2000)

Fairdale Neighborhood Plan (November 2006) | [Executive Summary](#) | [Part 1](#) | [Part 2](#) | [Appendix](#)

[Fern Creek Small Area Plan](#) (May 2001)

[New Cut Road/Taylor Boulevard Corridor Study](#) (March 2013) | Neighborhood plan highlighting certain vacant properties that should be prioritized for redevelopment.

[Park Hill Industrial Corridor Revitalization - Market Analysis](#) (May 2008) | An analysis of the real estate market potential of different sectors of the Park Hill area's economy within the context of the larger regional economy.

[Park Hill Industrial Corridor Implementation Strategy](#) (October 2009) | A revitalization strategy for the old industrial area of the city, a 4.488-acre area with a concentration of abandoned

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Priority Areas

- Prevention
- Enforcement
- Real Estate & Property
- Redevelopment Opportunities



VAP TEAM

VAP Team Overview

The VAP Team was created by reorganizing VAP resources from different departments into one team in order to:

- Gain efficiency between previously fragmented Metro functions
- Reduce redundancy and streamline procedures
- Cut the time needed to achieve visible impact
- Create a coordinated response that will produce more thoughtful outcomes and opportunities

Who makes up the VAP Team?

CSR – Revitalization Division Staff

- 1 Acquisition Manager
- 3 Admin Support
- 1 Development Manager
- 3 Project Managers

Codes and Regulations Staff

- 1 Legal Coordinator
- 1 Demolition Coordinator

Public Works and Assets Staff

- 1 Property & Leasing Manager
- 1 Property & Leasing Specialist

VAP Team
(housed in CSR as of
7/1/13)

What will the VAP Team do?

- VAP referrals and foreclosure filings
- Process demolition referrals
- Review requests to donate property
- Provide access to low-cost property with clear title
- Incentivize and facilitate redevelopment opportunities
- Invest in Affordable Housing and Community Facilities

What will the VAP Team do?

The VAP Team also serves as the fiscal agent while providing staff and administrative support for the following boards and commissions:

- The Louisville-Jefferson County Landbank Authority
- The Urban Renewal and Community Development Agency of Louisville
- The Vacant Property Review Commission



INVENTORY

LANDBANK, URBAN RENEWAL & METRO

Inventory At-a-Glance

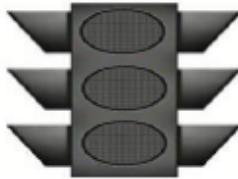
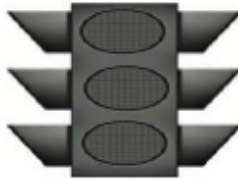
470 Total Available Properties

Available Properties with Structures: 13	Zoned as Residential Property: 68%	Active Community Gardens: 6
Top Zip Code: 40203		
Council Districts with the most inventory:	Neighborhoods with the most inventory:	
District 5 146	Portland 131	
District 6 113	Russell 104	
District 4 100	Park Hill 56	

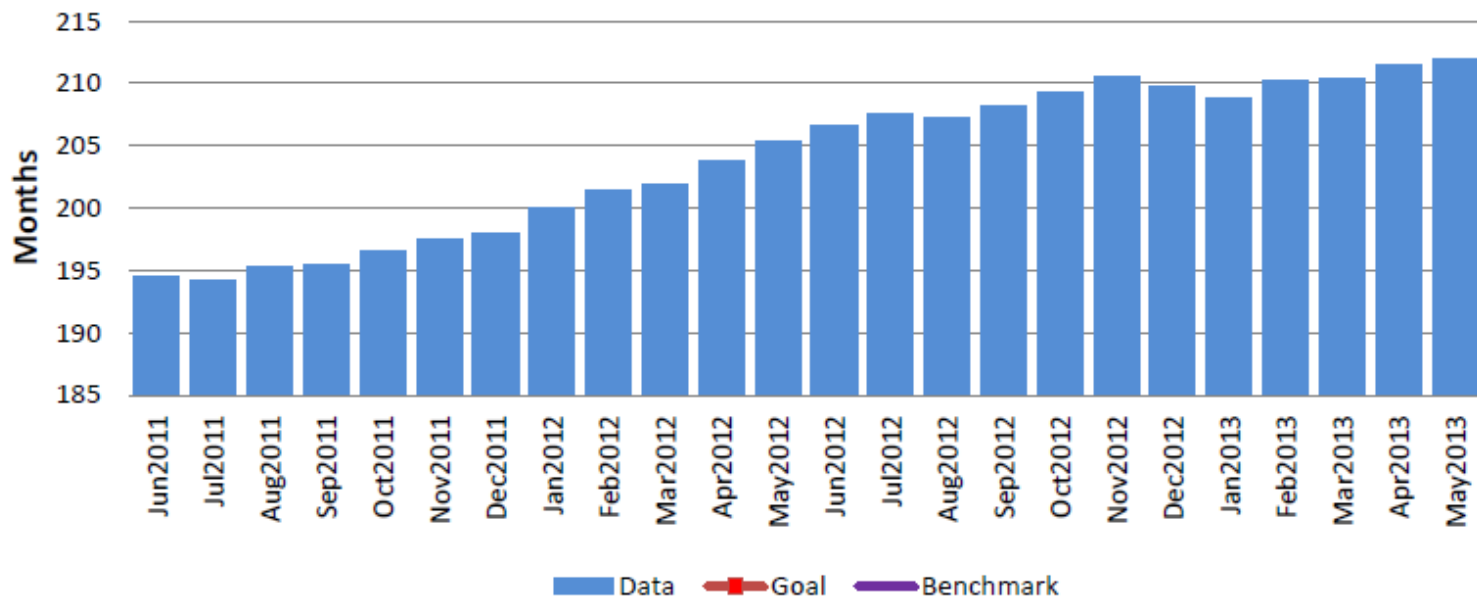
Average Duration of Property Inventory

- **Why measure:**
 - Landbanking clears clouded titles, returns properties to the private sector, reduces the maintenance costs to Metro, raises our tax base and puts properties back into productive use.
- **Measurement method:**
 - The average number of months a property is held in the combined inventory of Community Services and Revitalization.
- **Target:**
 - Reduce the average duration that a property is held in the inventory. Reducing that time is a function of acquiring new properties and disposing (selling or leasing) existing properties. When incoming and outgoing activity is high, the inventory is “churning” real estate to stimulate a market response.

Average Age of Inventory VAPStat

Goal	Weakness Analysis		What Are We Doing To Improve?			
Decrease the average age of the property inventory	Slow rate of new acquisitions; Slow rate of dispositions		1) Ramp up VAP Team, 2) Revise and streamline policies and procedures, 3) Examine capacity deficits throughout cross-functional process flows, 4) Examine duration benchmarks from other Landbanks around the nation.			
How Are We Doing?						
Jun2012-May2013 Monthly Avg Goal	Jun2012-May2013 Monthly Avg		May2013 Goal	May2013 Actual		
N/A	209		N/A	212		
Months	Months		Months	Months		

Average Age of Inventory





ACQUISITIONS

DONATIONS & VAP FORECLOSURES

Acquisitions

- **Why measure:**

- The VAP Team strives to clear up legal issues that cannot or have not been resolved by private means. When **incoming** activity is highest, the Landbank is “churning” real estate to stimulate a market response. Each additional property added to the inventory reduces the average duration in the Landbank and more properties become available for productive use.

- **Measurement method:**

The number of properties added to the property inventory in a month, either through...

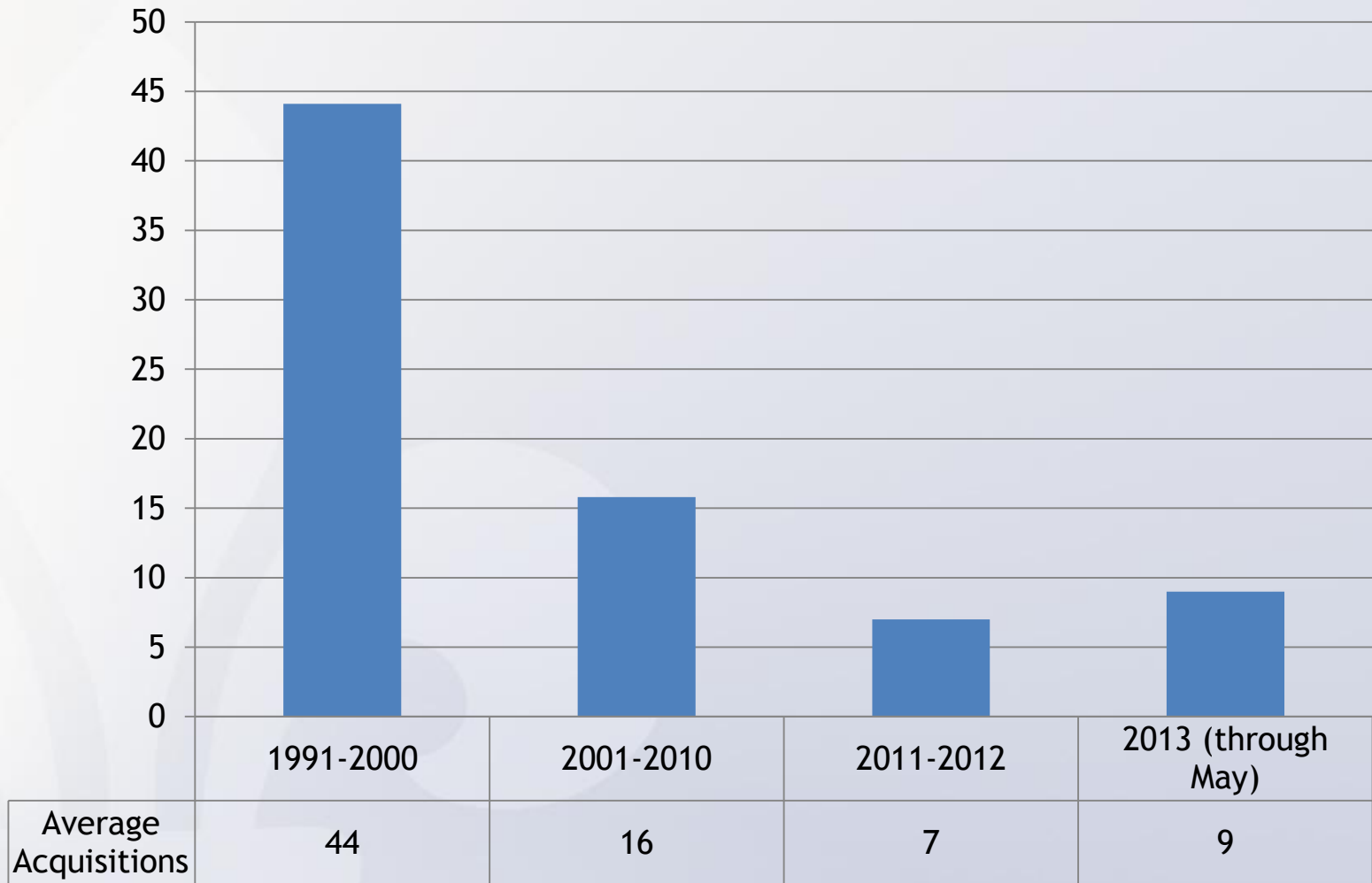
- a property donation from an individual, Real Estate Owned (REO) servicer or trustee; or
- by ownership resulting from completing a VAP foreclosure action.

- **Target:**

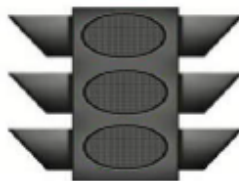
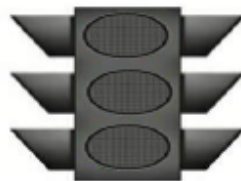
- Increase the number of acquisitions

Historical Data

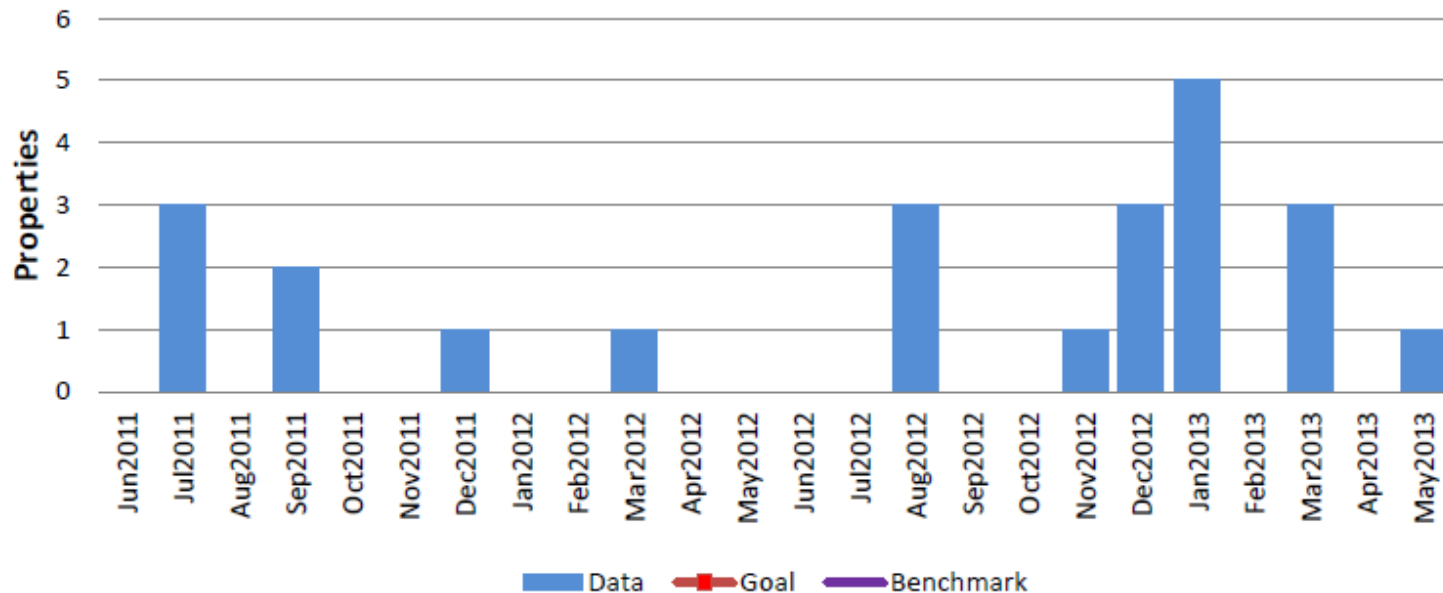
Average Acquisitions per Year

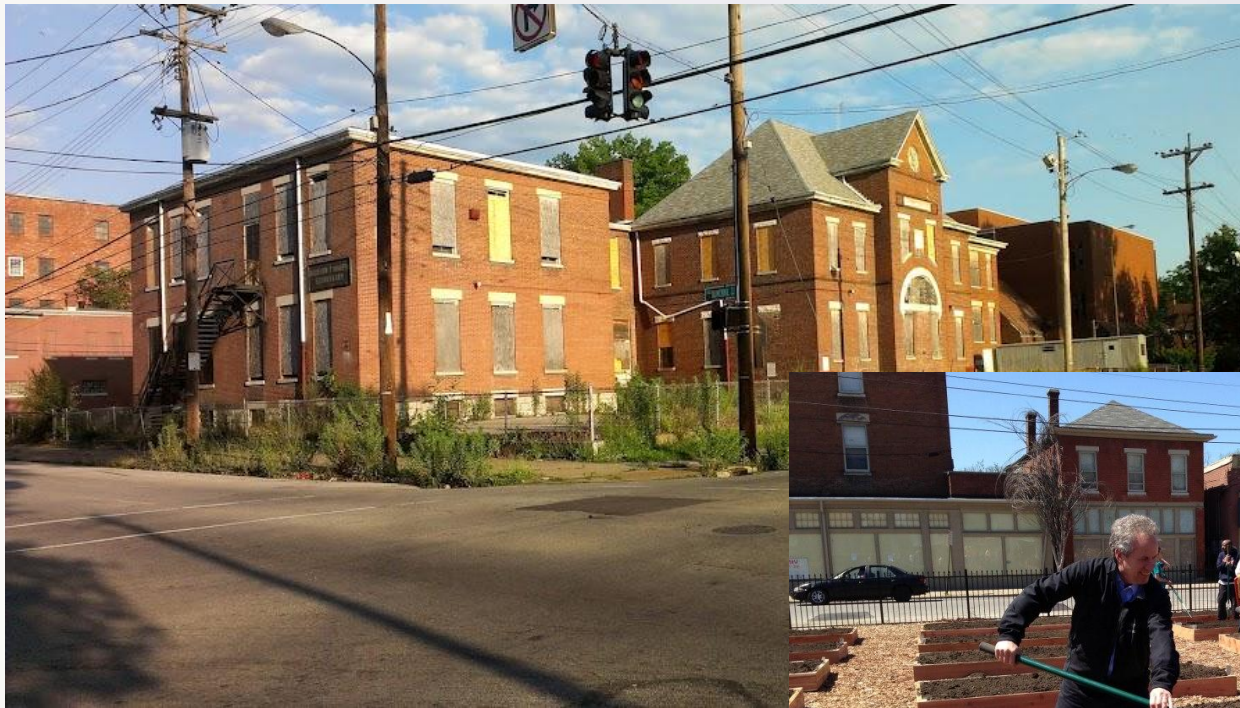


Property Acquisition VAPStat

Goal	Weakness Analysis		What Are We Doing To Improve?			
Increase the number of acquisitions	Low volume of acceptable donation properties; Low volume of completed VAP foreclosures; Elimination of the mass tax foreclosure program; Inability to participate in arms-length transactions.		1) Revise donation and VAP foreclosure selection policies and procedures; 2) Increase legal research capacity by requesting 1 FT paralegal; 3) Explore an Automated Clearing House arrangement between CSR, Jefferson County Attorney Office and Administrative Office of the Courts; 4) Explore pro bono legal research services from private legal firms.			
How Are We Doing?						
Jun2012-May2013 12 Month Goal	Jun2012-May2013 12 Month Actual		May2013 Goal	May2013 Actual		
N/A	16		N/A	1		
Properties	Properties		Properties	Properties		

Property Acquisition





DISPOSITION

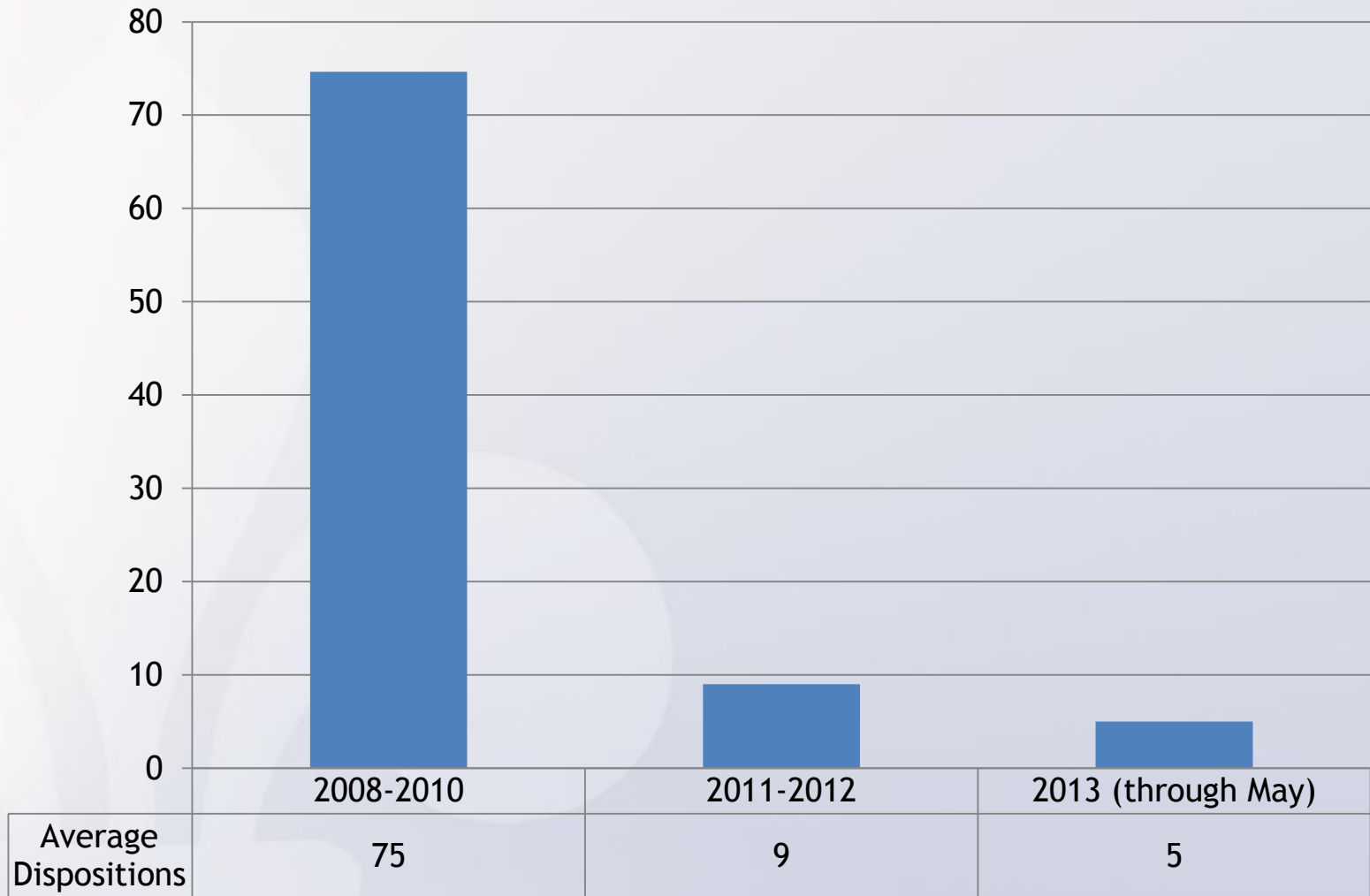
SALES, SIDE-YARDS AND INTERIM USES

Disposition

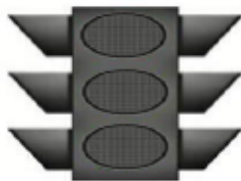
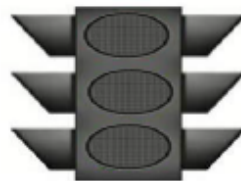
- **Why measure:**
 - The VAP Team strives to clear up legal issues that discourage economic investment or community development. When *outgoing* activity is highest the Landbank is “churning” real estate to support a market demand and productive reuse. Each additional property disposition reduces the average duration within the Landbank.
- **Measurement method:**
 - The number of properties sold in a month to a governmental entity, non-profit organization, an individual or a for-profit third party;
 - The number of properties leased in a month for interim uses like community gardens;
 - The number of properties annexed in a month by adjacent landowners as permanent side-yards.
- **Target:**
 - Increase the number of dispositions

Historical Data

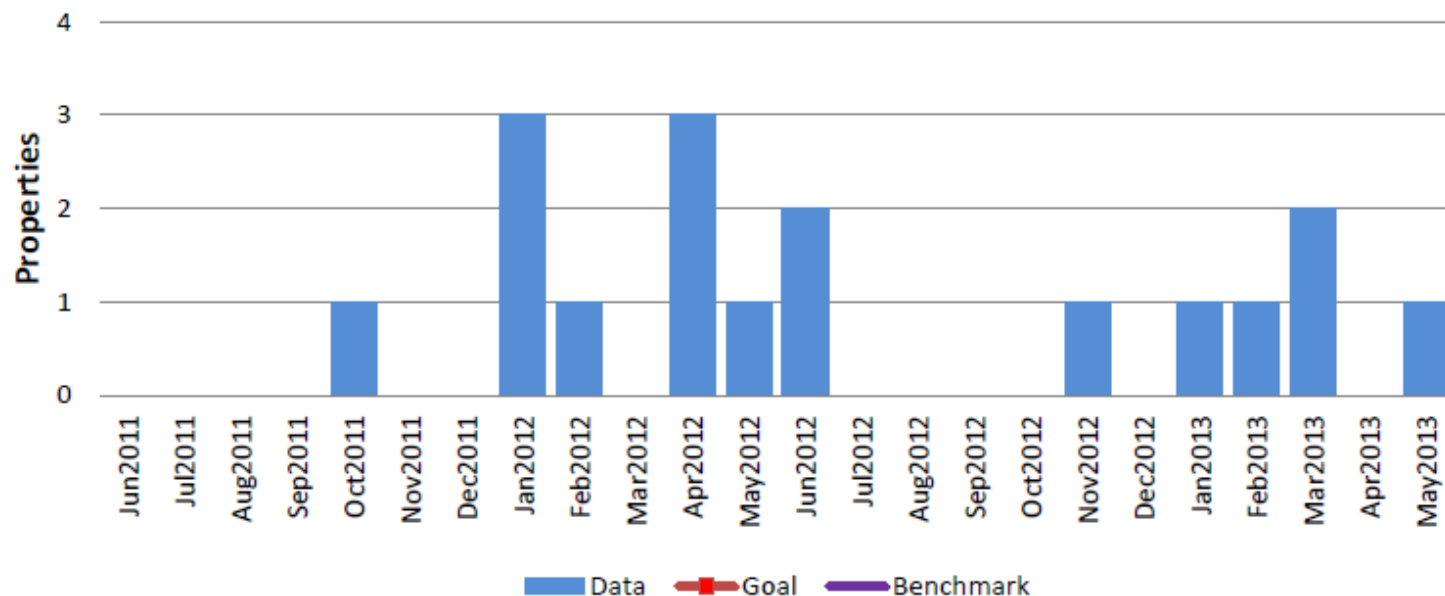
Average Dispositions per Year



Property Disposition from Landbank and Urban Renewal VAPStat

Goal	Weakness Analysis		What Are We Doing To Improve?		
Increase the number of dispositions	Low demand for existing inventory (i.e. size and/or site characteristics of typical parcels), Passive and unfunded marketing strategy, existing neighborhood context not conducive to private undertakings.		1) Adopt an aggressive neighborhood-focused marketing strategy; 2) Leverage targeted acquisitions to assemble and/or market desirable sites; 3) Review and revise disposition policies and procedures.		
How Are We Doing?					
Jun2012-May2013 12 Month Goal	Jun2012-May2013 12 Month Actual		May2013 Goal	May2013 Actual	
N/A	8		N/A	1	
Properties	Properties		Properties	Properties	

Property Disposition from Landbank and Urban Renewal





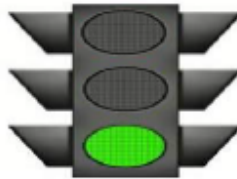

DEMOLITIONS



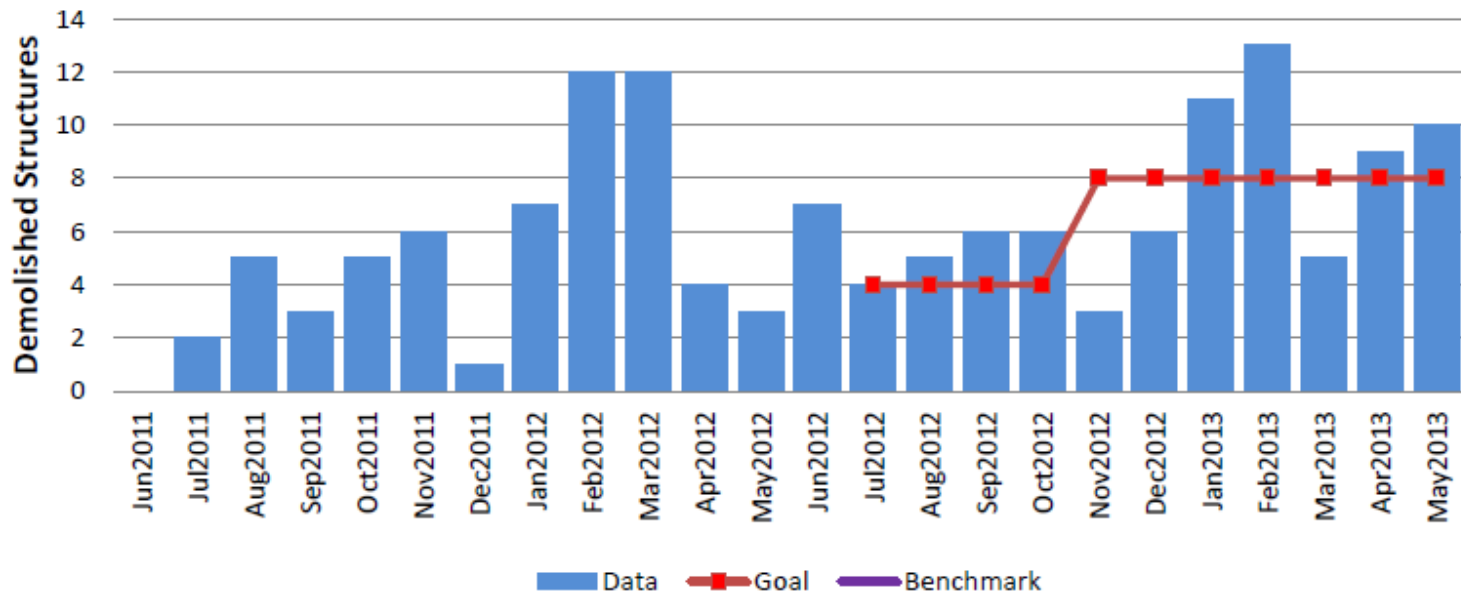
Demolitions

- **Why measure:**
 - Abandoned, deteriorating structures pose a blighting influence on the neighborhood, depressing property values and community vitality, and in some cases, pose a direct health and safety concern to citizens.
- **Measurement method:**
 - Count of vacant/abandoned structures demolished monthly by Louisville Metro; demo permits by private property owners
- **Target:**
 - 100 per year (steady state) - 8 to 9 properties per month after initial project ramp up

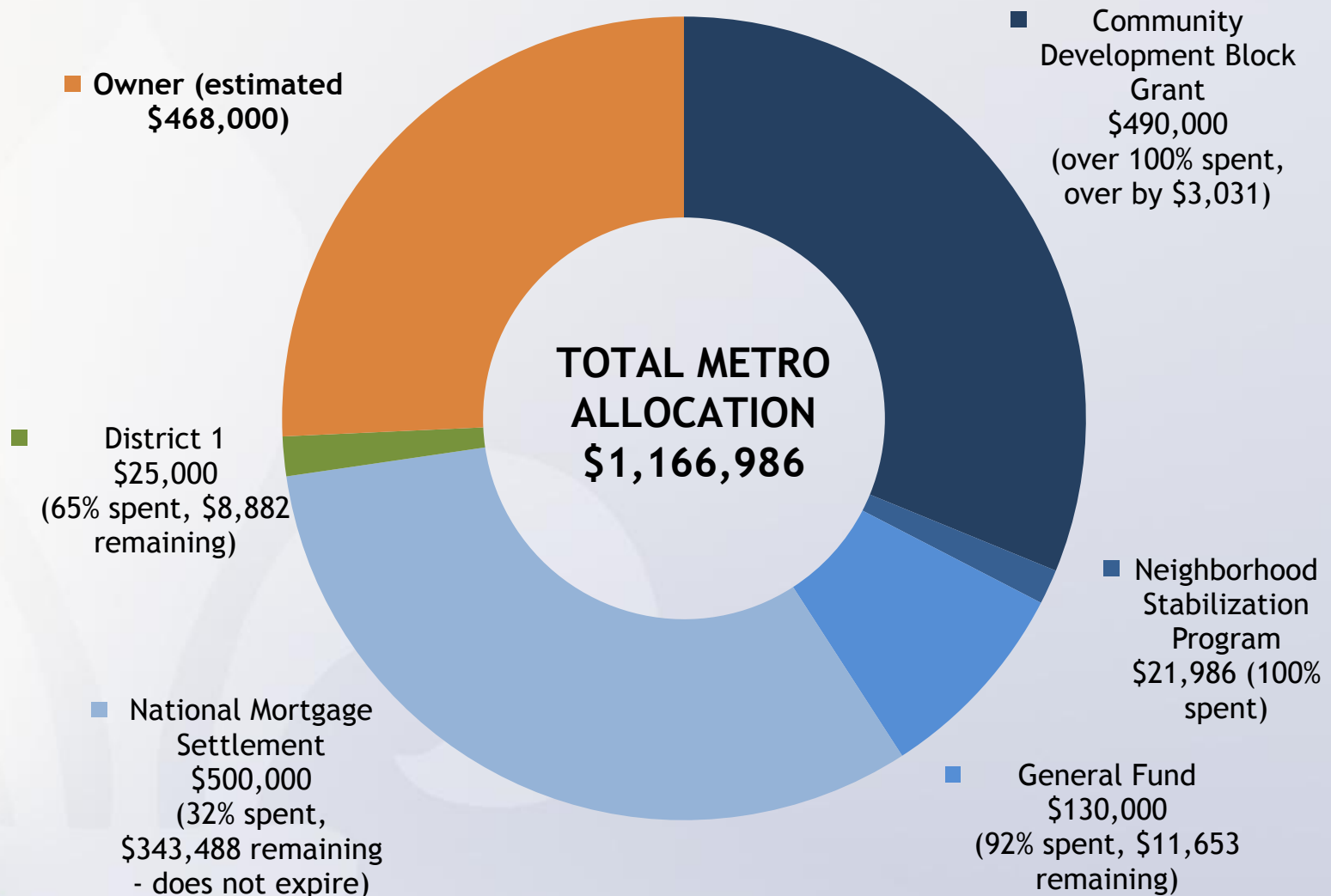
Metro Demolitions VAPStat

Goal	Weakness Analysis		What Are We Doing To Improve?			
Demolish 80 structures in FY13	In FY13, the median time for a cost analysis for a 106 Review was 429 days. Additionally in FY13, the median time for a skip trace was 255 days.		1) A thorough checklist is followed for every demolition and active case management helps to ensure the process keeps moving 2) Developed a process map to clearly show where the "pain-points" in the process are - cost analysis and skip traces			
How Are We Doing?						
Jun2012-May2013 12 Month Goal	Jun2012-May2013 12 Month Actual		May2013 Goal	May2013 Actual		
80	85		8	10		
Demolished Structures	Demolished Structures		Demolished Structures	Demolished Structures		

Metro Demolitions



Funding Sources for Demolitions (FY13)



* As of 6/12/13





FORECLOSURES



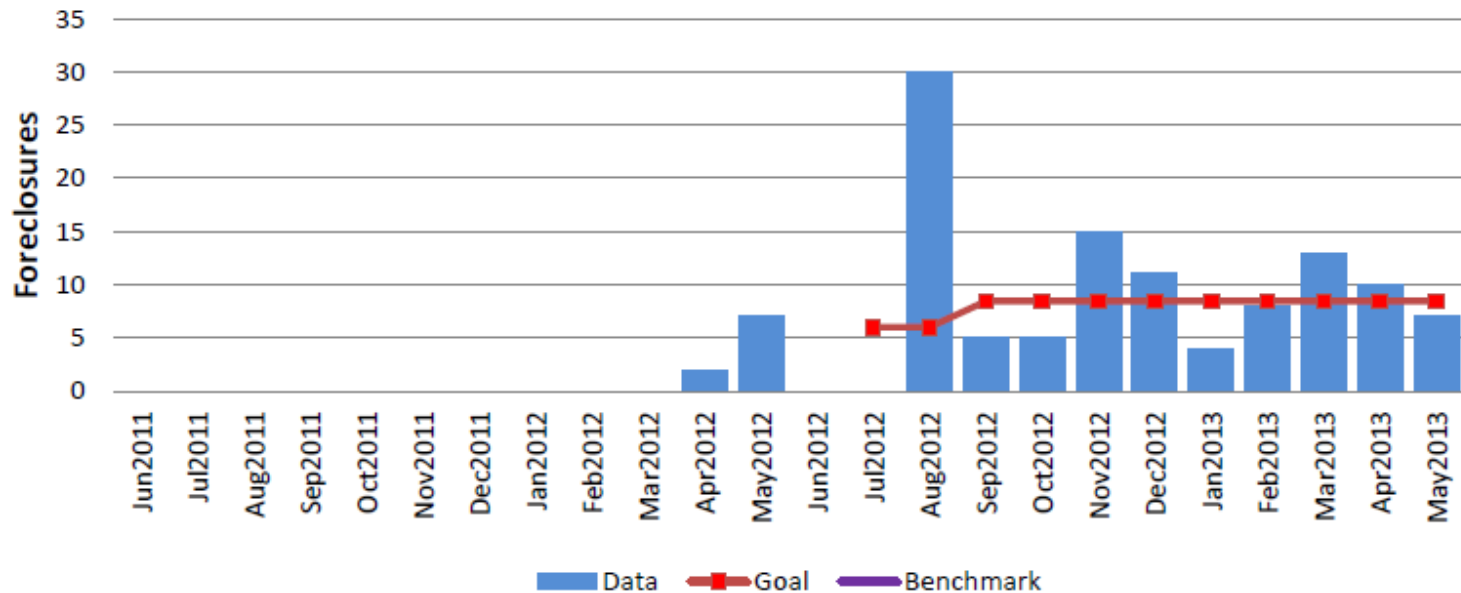
Foreclosures

- **Why measure:**
 - Foreclosure is a significant tool that enables Louisville Metro to return an abandoned property to productive use by changing the owner(s).
- **Measurement method:**
 - Count of vacant/abandoned properties on which Metro has initiated foreclosure or escheatment
- **Target:**
 - 100 per year (steady state) - 8 to 9 properties per month after initial project ramp up

Foreclosures Initiated VAPStat

Goal	Weakness Analysis		What Are We Doing To Improve?		
Initiate 96 foreclosures in FY13	Contract for temporary paralegal support has ended; efficiencies achieved as a result of this position are no longer occurring		1) A detailed process map has been drafted to help clearly identify "pain points" 2) Drafting a foreclosure policy to assist in planning 3) Drafting a detailed application to have greater accountability for those requesting foreclosures		
How Are We Doing?					
Jun2012-May2013 12 Month Goal	Jun2012-May2013 12 Month Actual		May2013 Goal	May2013 Actual	
96	108		8	7	
Foreclosures	Foreclosures		Foreclosures	Foreclosures	

Foreclosures Initiated





BOARDING, CLEANING & CUTTING



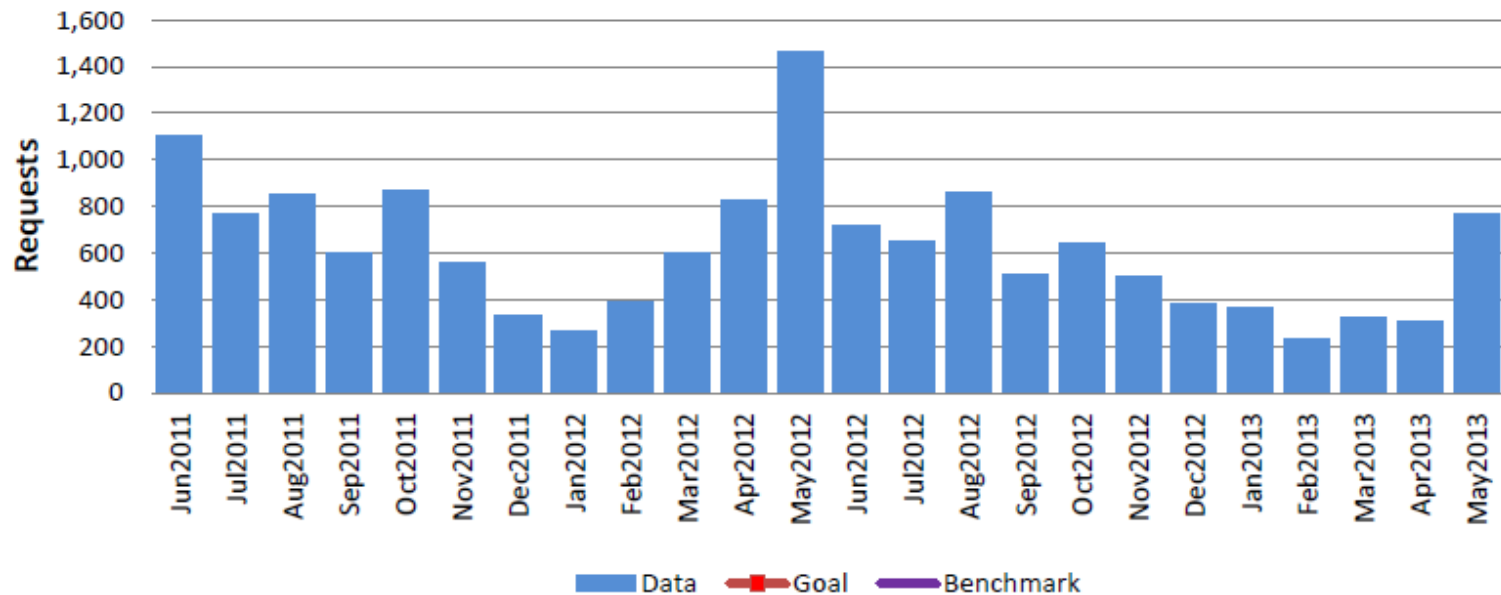
Boarding, Cleaning & Cutting

- **Why measure:**
 - The number of boarding & cleaning referrals represents vacant properties not being maintained by their owner. The number of referrals completed reflects the abatement work Metro has performed in an effort to reduce blight and ensure public health, safety and welfare.
- **Measurement method:**
 - # of boarding and cleaning new referrals in a month
 - # of boarding and cleaning cases resolved in a month
 - # of open boarding and cleaning referral cases open at the end of a month
- **Target:**
 - Resolve 610 cases each month (160 boarding; 450 cleaning and cutting)
 - If the number of open cases falls below 610 for a month, then resolve 100% of open cases
 - Maintain a backlog of no more than 600 open cases



Boarding, Cleaning & Cutting Requests Received VAPStat

Goal	Weakness Analysis		What Are We Doing To Improve?		
N/A - Input Measure	N/A - Input Measure		N/A - Input Measure		
How Are We Doing?					
Jun2012-May2013 12 Month Goal	Jun2012-May2013 12 Month Actual		May2013 Goal	May2013 Actual	
N/A	6,256		N/A	769	
Requests	Requests		Requests	Requests	

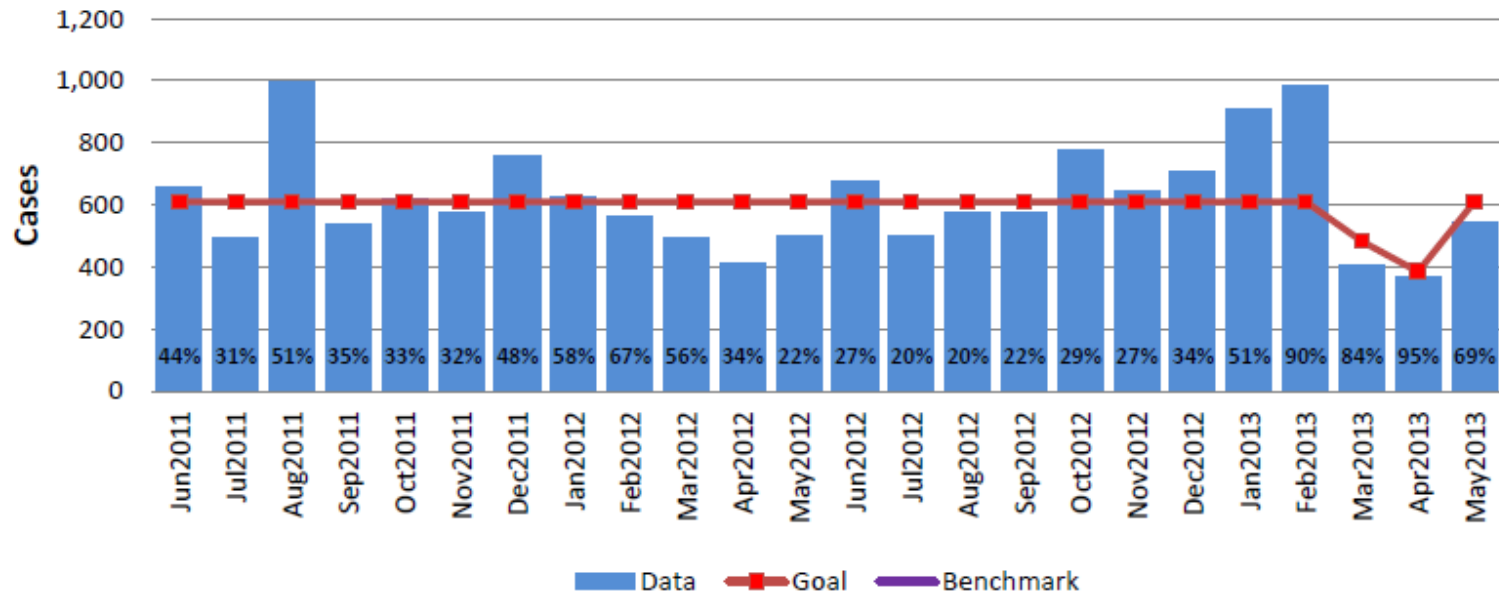
Boarding, Cleaning & Cutting Requests Received





Boarding, Cleaning & Cutting Cases Resolved VAPStat

Goal	Weakness Analysis		What Are We Doing To Improve?		
Abate 610 properties a month. If the number of open cases falls below 610, then abate 100% of open cases	Wet weather in the spring causes rapid grass/weed growth; illegal dumping/debris cause delays in cleaning lots; high number of referrals		1) Moved the home location of the Vacant Lots Team to an area more central to the majority of cases in order to reduce travel time 2) Began spraying herbicide to reduce repeat cleanings 3) Summer youth workers assist our crews beginning June 17th 4) LMDC inmate crews help maintain Metro Owned lots		
How Are We Doing?					
Jun2012-May2013 12 Month Goal	Jun2012-May2013 12 Month Actual		May2013 Goal	May2013 Actual	
6,968	7,661		610	541	
Cases	Cases		Cases	Cases	

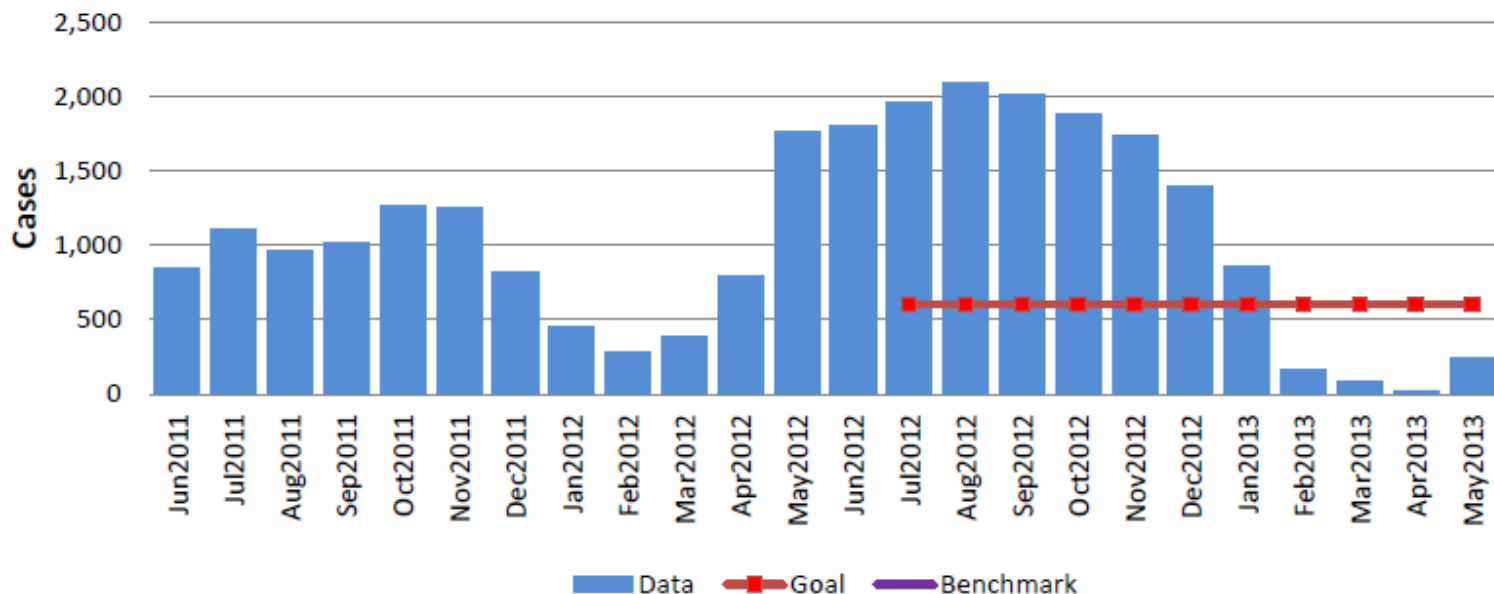
Boarding, Cleaning & Cutting Cases Resolved



Boarding, Cleaning & Cutting Monthly Backlog VAPStat

Goal	Weakness Analysis	What Are We Doing To Improve?			
Maintain a backlog of no greater than 600 open boarding, cleaning & cutting cases in a month	Wet weather in the spring causes rapid grass/weed growth; illegal dumping/debris cause delays in cleaning lots; high number of referrals	1) Moved the home location of the Vacant Lots Team to an area more central to the majority of cases in order to reduce travel time 2) Began spraying herbicide to reduce repeat cleanings 3) Summer youth workers assist our crews beginning June 17th 4) LMDC inmate crews help maintain Metro Owned lots			
How Are We Doing?					
Jun2012-May2013 Monthly Avg Goal	Jun2012-May2013 Monthly Avg		May2013 Goal	May2013 Actual	
600	1,187		600	247	
Cases	Cases		Cases	Cases	

Boarding, Cleaning & Cutting Monthly Backlog



Payment/Collection from Fines, Abatement Cost and Liens

Payment/Collection from Fines, Abatement Cost, & Liens

- **Why measure:**

- Fines are a tool used by the code enforcement officer to encourage property owners to correct violations of the Louisville Property Maintenance Code. Abatement cost is the cost incurred by the City to correct violations (cleaning, boarding, etc...) Unpaid fines and abatement cost are secured by filing liens against the property. Funds recovered by Louisville Metro could enhance maintenance on vacant property and create programs designed to avoid vacancy in the future.

- **Measurement method:**

- The dollar amount of code enforcement fines and abatement cost recovered.

- **Target:**

- Jul - Sept (program ramp up) - \$50,000/month
- Oct - (program ramp up) - \$60,000/month
- Nov - Dec (program ramp up) - \$66,733/month
- Jan (program steady state) - \$171,089/month

######

Opportunities for Citizen Involvement

EXPLORE THE NEW VAPSTAT WEBSITE

Visit vapstat.louisvilleky.gov

SPREAD THE WORD ABOUT FORECLOSURE PREVENTION

Help families who are struggling to make their mortgage payments stay in their homes. Refer them to Protect My Kentucky Home at (866) 830-7868 or visit www.ProtectMyKYHome.org.

ORGANIZE A NEIGHBORHOOD CLEAN-UP / "ADOPT A PROPERTY"

Call [MetroCall at 311](tel:311). Brightside and Codes & Regulations may be able to assist with supplies and services.

PARTICIPATE IN THE 3RD ANNUAL BLIGHT OUT - BRIGHTEN UP EVENT IN 2014

Volunteers are recruited to paint plywood boards to enhance the boarding of vacant structures.

Call [Codes & Regulations at 574-3364](tel:5743364) or e-mail Caroline.Fletcher@louisvilleky.gov.

REPORT DUMPING, VACANCIES OR IF YOU SEE SOMEONE REMOVING PARTS FROM A BOARDED VACANT STRUCTURE

Call [MetroCall at 311](tel:311).

CHECK CODES & REGULATIONS WEBSITE FOR VACANT STRUCTURES AND PROPERTY MAINTENANCE ENFORCEMENT INFORMATION

Visit www.louisvilleky.gov/IPL/PropertyMaintenance

LEARN ABOUT AFFORDABLE HOUSING DEVELOPMENT, HOME REPAIR AND OTHER REVITALIZATION EFFORTS FROM COMMUNITY SERVICES AND REVITALIZATION

Visit www.louisvilleky.gov/csr

PURCHASE PROPERTY OR A SIDE LOT FROM THE LANDBANK AUTHORITY

Call (502) 574-4016 or view property list at www.louisvilleky.gov/CSR/Revitalization/Landbank+Authority+Inc

STAY APPRISED OF THE CITY'S EFFORTS TO REDUCE VACANT AND ABANDONED PROPERTIES

Starting April 29, 2013, VAPStat public forums will be held bi-monthly. VAPStat – short for Vacant and Abandoned Properties – will provide the public the chance to see and to track how Louisville Metro is dealing with these properties. Visit vapstat.louisvilleky.gov for VAPStat reports and meeting dates.



Evaluation Form

- What describes you best? Circle one:

Concerned Citizen

Metro Employee

Private Business

Non-profit Representative

- On a scale 1-5, how useful was this meeting to you? (1= least useful and 5= most useful)

1

2

3

4

5

- What's working?
- What's not working?
- What would you like to see discussed in future forums?